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SECURITY INFORMATION

16 October 1951

MEMORANDUM FOR: AD/CD
FROM: CIA Librarian
SUBJECT: CIA Library Services

1. Our CIA Library is running full steam. It's trying hard to stay on top of the avalanche of incoming materials and also keep pace with the demands placed on it by the hundreds of new researchers in the Agency. Although the Library has been able to satisfy the majority of requests it receives, it is aware of an increasing number of delays and disappointments in library service. This is very disturbing inasmuch as the documentary support service for CIA's intelligence production is centered here. We can, I believe, take steps now which will prevent the situation from growing worse. I have outlined recommended action in this paper.

2. Three main factors account for current weaknesses: (1) we have not been able to fill authorized clerical positions; (2) we have been handicapped by severe space limitations; and (3) we have been asked by other Offices to assume new projects which are beyond our capabilities.

3. The Library staff has given its wholehearted support to our present aim of doing the best with what we have. This has, however, caused us to resort to stop-gap measures and urgent problems have been met only at the expense of routine activities. The result of this succession of crises has been a backlog of clerical routine work which has crippled our ability to give prompt, daily service to all of our customers. Added to this is the deterioration of the space situation in Wing 4. Documents which pour into the Library cannot be retired fast enough by microfilm; therefore, library working space and customer reading room space have steadily diminished. As in "Boyle's Law", when space goes down, pressure and temperature rise proportionately!

4. Work measurement based on performance is the criterion which the Library uses in estimating personnel requirements. For the future, however, it seems wiser that library needs go hand in glove with Agency plans and decisions to up the professional complement in CIA. Every new researcher is a new Library customer. He needs library service when he arrives. To make him wait because of an administrative lag in T/O authorizations imposes a real hardship on him in his Agency work.

5. I have appended a series of recommendations designed to relieve the bottlenecks. With your approval, it is requested that they be considered by the ADs, Personnel, and Management at Mr. [redacted] forthcoming meeting.

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